



Calhoun: The NPS Institutional Archive

Graduate School of Business and Public Policy (GSBPP)

GSBPP Research Newsletter

2011

Graduate School of Business and Public Policy (GSBPP) Research Newsletter / Winter 2011

Monterey, California ; Naval Postgraduate School



Calhoun is a project of the Dudley Knox Library at NPS, furthering the precepts and goals of open government and government transparency. All information contained herein has been approved for release by the NPS Public Affairs Officer.

**Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943**

<http://www.nps.edu/library>



Naval Postgraduate School Graduate School of Business & Public Policy

Research Newsletter Winter 2011

Volume 2, Issue 2

Featured Faculty Research

Inside this issue:

Featured Faculty Research	1
Featured Student Project	2
Winter 2011: Research Publications	3
Winter 2011: Faculty Publications	5
Collaborations and Sponsored Programs	6
Alumni Spotlight	10
Awards	12
Events	13
Highlights	15
Upcoming	17
Featured Story	19

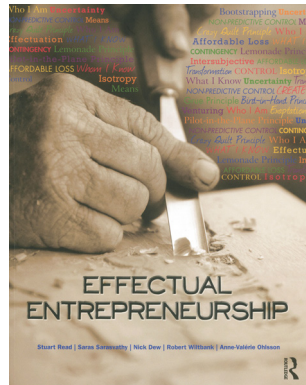
Associate Professor of Strategic Management Nick Dew received both his PhD and MBA from the Darden School at the University of Virginia. Before joining the NPS faculty at the GSBPP in 2003, he worked internationally in the oil industry. Dr. Dew's research interests span entrepreneurship and innovation. He teaches Strategic Management in the core MBA and EMBA programs and has worked on a variety of DoD related research projects.

Dr. Dew's work has been published in several academic journals, but the project he is most excited about is his coauthored textbook *Effectual Entrepreneurship* (Routledge, 2011). "The textbook shows that there is a science to entrepreneurship, a common method that can be observed in how expert entrepreneurs do what they do," said Dr. Dew. "People are not just entrepreneurial types (or not); entrepreneurs are made, and anyone can learn the methods of entrepreneuring." Economists have widely acknowledged that entrepreneurship is becoming the de facto engine of economic growth around the world. "The textbook is an attempt to reach out globally to people who teach entrepreneurship and offer them a fresh way of teaching the topic." Dr. Dew noted. The ideas are grounded in thorough research, and the textbook's design and layout are unique. The first academic reviewer of the textbook, Prof. Georgios Panos from the University of Essex, UK, described the textbook as "a remarkable entrepreneurship education tool."



Dr. Nick Dew
Associate Professor of
Strategic Management

**"People are not just entrepreneurial types
(or not); Entrepreneurs are made"**



Dr. Dew hopes that over time, the research he has been involved in on entrepreneurial thinking and methods might become more and more valuable in DoD settings and around the NPS campus. In 2011, he is taking part in a Cebrowski Institute project on technology transition that is sponsored by DARPA.

A preview of the textbook is available at
http://www.amazon.com/Effectual-Entrepreneurship-Stuart-Read/dp/0415586445/ref=tmm_pap_title_0

Selected Recent Publications:

- Dew, N., (2009). "Serendipity in Entrepreneurship", with Read, S., Sarasvathy, S.D., Song, M. and Wiltbank, R. *Organization Studies* 30(7):735-753.
- Dew, N., (2009). "Marketing under uncertainty: a knock at the door," with Read, S., Sarasvathy, S.D., Song, M. and Wiltbank, R. *Journal of Marketing* 73(3):1-18.
- Dew, N., (2009). "Logical frames in entrepreneurial decision making: Differences between experts and novices," with Read, S., Sarasvathy, S.D. and Wiltbank, R. *Journal of Business Venturing* 24(4): 287-309.





Naval Postgraduate School Graduate School of Business & Public Policy

Featured Student Project: *Brave New Warfare: Autonomy in Lethal UAV's*

The Department of Defense (DoD) is making significant strides to develop and deploy unmanned vehicles in a variety of environments. Specifically, the Secretary of the Navy is sponsoring a new program, Consortium for Robotics and Unmanned Systems Education and Research (CRUSER), at the Naval Postgraduate School to enhance the ability to address unmanned vehicle research in a systematic manner. The area of research in this thesis strives to position the technological advancements within an ethical framework that will guide the development and use of these technologies. Autonomous platforms may bring significant advantages and enhance our abilities for mission accomplishment. This project concludes that they are best deployed in conventional conflicts, and may have more limited and problematic uses during irregular warfare and COIN operations. Laws pertaining to the deployment of autonomous and unmanned platforms are unclear and need to be strengthened on an international scale. Furthermore, the questions regarding what are permissible uses of autonomous platforms should also include future operators and personnel involved in the acquisition and engineering of these platforms, and should not be left solely in the hands of lawyers and diplomats. The combination of autonomy and lethality is found to work best when limited to the targeting of an enemy's weapons systems and aircraft in highly scripted environments rather than enemy combatants and personnel themselves.



Lt. Matthew Larkin in the basement of Halligan Hall flying a quad rotor in the Unmanned System Department, which is an unmanned systems prototype being worked on at NPS.

Study Results:

The current laws of war are largely insufficient regarding the combination of machine autonomy and the use of lethal force. Military ethics also do not specifically address the marriage of autonomy and lethal force. An applied understanding of the just war theory can offer a starting point to consider the ramifications of introducing lethal autonomous platforms into the force structure. Several possibilities exist for partial automation of UCAVs, in which the operator's judgment regarding the appropriateness of lethality is not required. For example, automatic take-offs and landings, flight checklists, and responding to certain flight emergencies do not demand the same ethical considerations as the decision to use lethal force in UCAVs. Rather than further remove the war fighter, these various levels of autonomy could possibly serve to enhance the war fighter's ability to focus on more critical tasks such as executive oversight of decisions to employ lethal force. Semiautonomous platforms may bring significant advantages to the Armed Forces and enhance our abilities for mission accomplishment, but a boundary needs to be drawn before "robots" are allowed to decide whether to kill human beings. This goal is not only ethical but also pragmatic in that respect for the basic human rights of adversaries and for local populations in conflict zones is necessary to achieve success in wars and attain a lasting peace.

About the student:

Lt. Matthew Larkin earned his commission through the NROTC unit at Villanova University in 2004. He completed tours of duty as a Human Resources Officer at Navy Recruiting District Phoenix, where he earned "Officer Recruiter of the Year" honors, and a department head tour as the Enlisted Programs Officer at Navy Recruiting District Philadelphia, where he managed Navy recruiters in five states. During research for his thesis, Lt. Larkin benefited from opportunities to observe operational UCAV missions from Creech AFB in Nevada and to train sorties at the Air Force Weapons School. He also participated in the International Symposium on Military Ethics at the University of San Diego.



Naval Postgraduate School Graduate School of Business & Public Policy



Research Published in Winter 2011 (January 1–March 31)

Business

Acquisition Management

“Small Business Contracting in the United States and Europe: A Comparative Assessment,” *Public Contract Law Journal*, 40 (2), 2011.

Max V. Kidalov



Dr. Max V. Kidalov
Assistant Professor
Acquisition Management

Summary: The United States, the EU, and virtually all European nations undertook solemn commitments to promote small business access to public procurement and R&D programs as part of the 2000 OECD Bologna Charter on Small and Medium-sized Enterprises (SME) Policies. Notwithstanding these mutual commitments, the Europeans have continued challenging America’s Small Business Act of 1953 and the set-asides it authorizes as unfair barriers to trade. Thus far, the United States has resisted the criticism.

This article compares European and US approaches to small business procurement assistance. Subjects of comparison include approaches to defining a small business concern, creation of small business procurement assistance agencies; availability of suitable contracts through reductions in bundling and consolidation, small business goals and set-asides, contracting with small firms for economic sustainability and remedial purposes, measures to enhance transparency and availability of public procurement information for small firms, small business subcontracting policies, and use of public procurement to stimulate innovation.

The article notes that Europe is competing with the United States for best SME assistance policies. It concludes that the main elements of European and US policies to support SME access to public procurement and R&D are very similar and are continuing to further converge. Accordingly, EU trade complaints are without substantial merit. Indeed, both sides in this debate have legitimate reasons to help their small contractors, both sides have weaknesses in their SME policies, and both sides can learn from each other’s best practices.



Dr. Keith Snider
Associate Professor
Acquisition Management

“On the Problem of Adopting Pragmatism in Public Administration,”
Administration & Society, 43 (1), 133-141. 2011.

K. F. Snider

Summary: Answering the question, “Should public administration adopt pragmatism?” requires some agreement within the field on what pragmatism means and what that adoption might entail. This article argues that, due to confused interpretations of pragmatism in the literature, such agreement does not currently exist, and without it, theorists’ calls that public administration adopt pragmatism might be answered in unintended and potentially unwelcome ways.





Naval Postgraduate School Graduate School of Business & Public Policy

Research Published in Winter 2011 (January 1–March 31)

Business

Operations & Logistics Management

“Supply Chain Networks for Perishable and Essential Commodities: Design and Vulnerabilities,” *Journal of Operations and Supply Management*, 3 (2), 2011

A. Apte



Dr. Aruna Apte
Assistant Professor of
Operations & Logistics
Management

Summary: This paper presents the results of case-based research into the causes and remedies of contaminated fresh produce supply chain disruptions. The research was motivated by the incident of an E-coli outbreak in packaged spinach in the U.S. The analysis is based on information gathered from published literature and data collected in the region of the outbreak from personnel involved in agriculture.

The research is aimed at addressing the following research questions: What key factors contribute to the vulnerability of disruption from contamination, and what are the interrelationships between these contributing factors? What managerial actions may be taken to minimize the fresh produce supply chain’s vulnerability to disruption? This research develops a conceptual framework consisting of the following contributing factors: product type, topological structure, exposure to contamination, product traceability, and communication. The practice-related contributions of this research are managerial insight and recommended actions derived from the proposed conceptual framework.

Manpower & Economics

“Do Gamblers Correctly Price Momentum in NBA Betting Markets?” *Journal of Prediction Markets*, 2011.

J. Arkes

Summary: There is little research on whether new information is correctly synthesized in prediction markets. Previous studies have found evidence consistent with, but have not proved, gambler misperceptions on the existence of momentum effects in the NBA. Novel momentum measures have been used that, unlike prior studies, incorporate the strengths of the opponent and the wins (or losses). With these measures, it is possible to test whether gamblers correctly synthesize information on momentum in the NBA.

Contrary to previous studies, there is strong evidence for the existence of a momentum effect. Furthermore, gamblers incorporate momentum into their beliefs on the game outcomes. Gamblers, however, significantly overstate the importance of momentum. But, there is little evidence that the extent of this gambler misperception is large enough to generate market inefficiencies, or profit opportunity. Still, the gambler mispricing of the information has implications for how well new information is synthesized in other types of prediction markets.



Dr. Jeremy Arkes
Associate Professor of
Manpower & Economics



Naval Postgraduate School Graduate School of Business & Public Policy



Faculty Publications

(January 1–March 31, 2011)

Acquisition Management Op/Eds and Popular Publications

“WSARA One Year Later,” *Defense AT&L*, January-February 2011, pp. 4-8

W. R. Fast

Financial Management

Peer-reviewed Journal Articles

“Exploring the Value of Financial Statement Audits,” *Journal of Government Financial Management*, Winter 2011, 38-43.

D. A. Brook

“Real Reform or Change for Chumps: Earmark Policy Developments, 2006-2010,” *Public Administration Review*, 71 (1), Jan./Feb. 2011, pp. 34-44.

R. B. Doyle

Books

Practical Financial Management: A Handbook for the Defense Department Financial Manager, 10th Ed., 2011.

L. Potvin

Supplemental Booklets

Companion Guide to Practical Financial Management: A Handbook for the Defense Department Financial Manager, 10th Ed., February 2011.

L. Potvin

Exercises and Case Studies 2011, February 2011.

L. Potvin

Manpower & Economics

Peer-reviewed Journal Articles

“Are There Geographical Barriers to Trauma Center Access for Under served Patients in the United States? An Analysis of Urban and Rural Communities,” *Archives of Surgery*, 146 (1), 46-52, 2011.

Hsia, R. V., and Shen, Y.

“Soft Budget Constraints and Ownership: Empirical Evidence from U.S. Hospitals,” *Economics Letters*, 110 (1), 7-11, 2011.

Eggleston, K., and Shen, Y.

Working Papers

“Does Decreased Access to Emergency Departments Affect Patient Outcomes?” Analysis of AMI Population, 1996-2005, NBER Working Paper #16690, 2011.

Shen, Y., and Hsia, R.Y.





Naval Postgraduate School Graduate School of Business & Public Policy

Collaborations and Sponsored Programs

Advanced Acquisition Program (AAP). This is a 12-month, part-time, non-resident graduate education program in which students can earn credit toward NPS master's degree programs. AAP is designed to accommodate professionals who are unable to travel away from the office for weeks of education. Schedules are coordinated with the students' parent command, which selects participants and funds the program.

The main objective is to support the educational needs of the acquisition workforce and other professionals desiring an in-depth understanding of the Department of Defense acquisition process. The program provides Defense Acquisition Workforce Improvement Act (DAWIA) education certification to Level III in Program Management and Defense Acquisition University equivalency in several other functional areas as well. The program consists of seven courses that are presented in three phases and that concentrate on the following: Principles of Program Management, Software Acquisition Management, Contracting & Business Financial Management, Test and Evaluation, Production Quality and Manufacturing Management, Acquisition Logistics, and Program Policy and Leadership.

Since 2001, the program has been conducted over 40 times around the country to cohorts from all military Services and the U.S. Coast Guard. With over 300 graduates, approximately one-fifth of them have matriculated into GSBPP's Master of Science in Program Management curriculum (836).

John T. Dillard is the Academic Associate for this curriculum (211) and oversees the program.



Professor John Dillard
Acquisition Management Area Chair

Master of Science in Program Management (MSPM). Sponsored by the Army Director for Acquisition Career Management (DACM), is designed for Department of Defense and other Federal Government professionals working in and with the DoD Acquisition process. The program is eight quarters in duration and is delivered through a virtual classroom internet environment called Elluminate. The virtual classroom provides a near-real experience with students able to interact with the professor, other students, and computer-based teaching aids. There is no requirement for student travel and students can participate from any location with access to high-speed internet.

The objective is to provide acquisition professionals in the Department of Defense (DoD) and other Federal Agencies, as well as a limited number of defense contractors, a defense-focused advanced degree, satisfying numerous Defense Acquisition University (DAU) certification requirements as part of the course of study. The curriculum focuses on problem-solving and decision-making within the acquisition environment using case studies, teaming exercises, hands-on applications, active participation, research and integrative exercises. Lecture and laboratory sessions require the application of critical thinking to problem solving within notional and actual situations.

Brad Naegle, Senior Lecturer of Acquisition Management oversees the program.

(cont.)



Naval Postgraduate School Graduate School of Business & Public Policy



Collaborations and Sponsored Programs

The Acquisition Research Program (ARP). Established in 2003 and sponsored by the Department of Defense (DoD), this program fosters leadership in innovation, creative problem-solving, and on-going dialogue among practitioners, scholars, and students. In doing so, the ARP contributes to the evolution of acquisition strategies at the DoD and the Department of the Navy.

The ARP's main objective is to produce a coherent and executable framework for continued success in military operations by doing the following:

1. Position the ARP as a recognized leader in defense acquisition research.
2. Establish NPS acquisition research as an integral part of policy-making for Department of Defense officials.
3. Create a stream of relevant information concerning the performance of DoD acquisition policies with viable recommendations for continuous process improvement.
4. Prepare the DoD workforce to participate in the continued evolution of the defense acquisition process.
5. Collaborate with other universities, think tanks, industry, and government in acquisition research.

ARP Facts. Each year the ARP issues about 20 grants to universities and think tanks, funds up to 20 NPS faculty research projects, and supports approximately 100 students in their research efforts.

ARP Products. The ARP generates roughly 140 research products every year and has added over 600 research products to the acquisition body of knowledge, with participants from over 60 universities and think tanks engaged in virtual consortiums on acquisition research.

Original research papers are presented every year at the Annual Acquisition Research Symposium, which serves as a forum for the presentation of acquisition research and the exchange of ideas among scholars and practitioners of public-sector acquisition. The 8th Annual Acquisition Research Symposium will take place May 10–12, 2011, in Monterey, California.



James B. Greene Rear Adm. USN (Ret.)
Senior Lecturer of
Acquisition Management



Naval Postgraduate School Graduate School of Business & Public Policy

Collaborations and Sponsored Programs

Sponsored Projects

Acquisition Management

“Advanced Acquisition Program 47-11”

Sponsor: United States Marine Corps

“Advanced Acquisition Program 45-11”

Sponsor: Program Executive Officer, Combat Support
& Combat Service Support

“Contract/Program Mgmt DL Program”

Sponsor: Various

“Contract/Program DL Program”

Sponsor: Various

Financial Management

“Enterprise Concept for Business Transformation”

Sponsor: Naval Supply Systems Command

“Support Naval Supply Systems Command”

Sponsor: Naval Supply Systems Command

“Support Commander Naval Surface Forces”

Sponsor: Commander Naval Surface Force

“Analysis Of Flight Hour Program Management”

Sponsor: Commander Naval Air Forces Pacific

“Analysis Budget, Financial Management,
Related Initiatives”

Sponsor: Naval Special Operations Command U.S.
Special Operations Command

“Practical Comptrollership Course”

Sponsor: Office of the Assistant Secretary of the Navy

“Key Factors of Organizational Resilience”

Sponsor: The Naval Bureau of Medicine and Surgery

Management

“Applying Social Control Theory to Modeling
and Assessments”

Sponsor: U.S. Army Center For Analysis

“DCAA Strategic Communication, Assessment”

Sponsor: Defense Contract Audit Agency

“Assessment of ICC - Study One”

Sponsor: Business Transformation Agency

“DCAA Interpersonal Communication Skills”

Sponsor: Defense Contract Audit Agency

“Key Factors of Organizational Resilience”

Sponsor: The Naval Bureau of Medicine and Surgery

Manpower & Economics

“Emergency Dept Access/Consequences”

Sponsor: Robert Wood Johnson Foundation

“Cost of Attrition”

Sponsor: Office of the Secretary of Defense



Naval Postgraduate School Graduate School of Business & Public Policy



Collaborations and Sponsored Programs

Sponsored Research Programs

Acquisition Research Program

“Strategies for Logistics in Case of a Natural Disaster”
Sponsor: Program Executive Office SHIPS

“Endogenous Split Awards for Protest Management”
Sponsor: Integrated Warfare Systems

“The Excessive Profits of Defense Contractors: Determinants, Characteristics and Policy Implications”
Sponsor: Naval Sea Systems Command

“System of Systems Acquisition: Alignment and Collaboration”
Sponsor: Joint Tactical Radio System

“When Disaster Strikes: Is Logistics & Contracting Support Ready?”
Sponsor: Army Contracting Command/Army Contracting Command/SHIPS

“Uncovering the Benefits of IUID Tagging USN Assets”
Sponsor: Deputy Assistant Secretary of the Navy / Acquisition and Logistics Management

“The Impact of Economic Austerity on U.S. and European Defense Industrial Bases”
Sponsor: Strategic Systems Program

“Increasing Small Business Participation in Federal Procurement & R&D Programs”

Sponsor: Office Integrated Warfare Systems

“Analysis of Major Program Manager Attributes and Program Outcomes”
Sponsor: Office of the Secretary of Defense through ARP

“A Web Service Implementation for Large-scale Automation, Visualization and Real-time Program-awareness via Lexical Link Analysis”
Sponsor: Office of the Secretary of Defense through ARP

“Integrating System Dynamics, Knowledge Value Added, and Modern Portfolio Theory for Improved DoD Acquisition”
Sponsor: Office of the Secretary of Defense through ARP

“Global Defense Industries: Rapid Changes Ahead?”
Sponsor: Office of the Secretary of Defense through ARP

“Innovations in Defense Acquisition: Asymmetric Information, Mechanism Design and Prediction Markets”
Sponsor: Program Executive Office Integrated Warfare Systems

Center for Defense Management Research: Research Areas

- “The History of Defense Management Reform”
- “Personnel Management Reform”
- “Financial Management Reform”
- “Communication and Organizational Change”
- “Performance Measurement and Benchmarking”

Some of the sponsors that work with the Center for Defense Management Research on research projects are as follow:

- U.S. Office of Personnel Management
- Under Secretary of Defense
- U.S. Navy Office of Budget
- Office of the Chief of Naval Operations, N40, Sea Enterprise Program and N40, Task Force Energy
- Defense Supply Center Richmond
- Deputy Chief of Naval Operations (Material Readiness and Logistics)
- Naval Postgraduate School Acquisition Chair; and





Naval Postgraduate School Graduate School of Business & Public Policy

Alumni Spotlight:

Lieutenant Commander Suzanne L. Schang

About the Alumna

Lieutenant Commander Suzanne L. Schang graduated from the Corps of Cadets of Virginia Tech in 2001 with a degree in communications and a minor in leadership. Lt. Cmdr. Schang served as Electrical Officer in USS HOPPER (DDG 70) from 2002 to 2004; during this time, she deployed to the Arabian Gulf in support of Operation Enduring Freedom. She then reported to the forward deployed USS VINCENNES (CG 49) as Navigator in 2004 until 2005.

Ashore, Lt. Cmdr. Schang attended the Naval Postgraduate School and earned an MBA specializing in financial management and graduated as a Conrad Scholar in 2007. Following shore duty, she reported back to Seventh Fleet to USS JOHN S. MCCAIN (DDG 56) as Operations Officer from 2008 to 2009. Lt. Cmdr. Schang reported as Executive Officer to the USS PATRIOT (MCM 7) in June 2010 and fleeted up to Commanding Officer on March 25, 2011.



Lt. Cmdr Suzanne L. Schang
Commanding Officer
USS PATRIOT (MCM 7)

Thesis

Lieutenant Commander Schang's thesis explored factors inhibiting technologies from crossing the technology diffusion "chasm" in between early and wide scale adoption. It focused on cost and benefit uncertainty as well as network effects applied to end users and their organizations. The thesis specifically explored Department of Defense acquisition programs bringing promising technologies to the field, drew parallels between the private and public sectors' technology adoption experiences, identified recurring issues ultimately affecting end user decisions to adopt new technology, and provided a framework for future economic experiments to verify that the identified issues correspond to observed technology diffusion patterns. Recurring issues that were found to inhibit technology diffusion included:

- (a) Loss of control and autonomy
- (b) Misperceptions about broader mission and organizational pressures
- (c) Misaligned system incentives
- (d) Uncertainty regarding management's commitment
- (e) Discontinuity of a program champion, and
- (f) Uncertain availability of complementary goods

The research concluded that identifying, analyzing, verifying, and addressing these issues early and throughout the transfer process would facilitate full technology adoption.

(cont.)



Naval Postgraduate School Graduate School of Business & Public Policy



Alumni Spotlight: Lieutenant Commander Suzanne L. Schang



Lt. Cmdr. Schang on the bridge of a JMSDF combatant in Sasebo during a tour. The occasion was the “Jingle Stroll” in honor of opening Juliet Pier in Sasebo.



Lt. Cmdr. Schang with a Dummy mine outside Mine Countermeasures Squadron (MCMRON) Seven Building, Sasebo, Japan.

“I am so incredibly honored and thrilled to be given the opportunity to serve my country in this capacity. My tour in Monterey at the business school did a great job preparing me along the way, too!”

Current Mission

Lieutenant Commander Schang is currently serving as Commanding Officer of the USS PATRIOT (MCM 7), homeported in Sasebo, Japan. She is responsible for 83 Sailors and the execution of the ship’s mission. She is the first female captain of the Patriot.

PATRIOT is an Avenger Class minesweeper with the mission of clearing mines from the ocean floor and water columns in coastal and open ocean. The ship will soon depart on an extended patrol, during which she will engage in several multi-national exercises as well as in high-visibility Theater Security Cooperation (TSC) port visits and Community Service (COMSERV) projects throughout the region. In 2011 PATRIOT completed a four-month, \$3 million CNO Drydocking Selected Restricted Availability (DSRA), during which her communication and navigation suites were upgraded to include the newer CBSP (Commercial Band Satellite Provider), SPS-73 radar, and WSN-7 gyrocompass; an ECDIS-N (electronic charts) system verification was also completed. The operational diffusion of these newer technologies into the forward deployed minesweeper will be exciting to experience as PATRIOT executes her future missions.

*The information was released with permission of Lt. Cmdr. Suzanne L. Schang.





Naval Postgraduate School Graduate School of Business & Public Policy

And the Award Goes to...

Six students from the Manpower Systems Analysis program traveled to the nation's capital in early March to brief their theses to Vice Adm. Mark Ferguson, III, Chief of Naval Personnel (CNP), and his staff.

Unfortunately, this year, the CNP and much of his staff were on Capitol Hill briefing the HASC and the SASC. Not to be deterred, the NPS students met with Mr. Scott Lutterloh, Director (OPNAV N15) Training and Education Division, on March 1 for a question and answer period regarding their individual thesis topics, and a full briefing to CNP staff followed.

After the brief, Lt. Stacy Arenstein was awarded the Chief of Naval Personnel Award for Excellence in Manpower, Personnel, and Training Analysis.

(Below) **Mr. Scott Lutterloh** and **Lt. Stacy Arenstein**
(Photos courtesy Cmdr. Tom Roulston)



(Left to right) **Lt. Jason Bradley, Lt. Stacy Arenstein, Lt.j.g. Richard Amos, Mr. Scott Lutterloh, Lt. Melissa Burke, Lt. Martin Fajardo, and Lt.j.g. Luz Ortiz** (Photos courtesy Cmdr. Tom Roulston)

Rear Admiral Thomas R. McClellan Award for Academic Excellence in the GSBPP

Lt. Derek J. Gordon

The Louis Liskin Award for Excellence in Business and Public Policy

Lt. Derek J. Gordon

Lt. Stacy Arenstein

Graduate School of Business and Public Policy Outstanding International Student Award

Capt. Hasan Celik

Chief of Naval Personnel Award for Academic Excellence in Manpower, Personnel, and Training Analysis

Maj. Jacob L. Reynolds

Lt. Stacy Arenstein



Naval Postgraduate School Graduate School of Business & Public Policy



Events

GSBPP Assistant Professor Jesse Cunha presented his paper titled “The Price Effects of Cash and In-Kind Transfers” at the Pacific Development Conference at U.C. Berkeley on March 12. The paper examined the differential effects cash and in-kind transfers have in partially closed economies. Assistant Professor Cunha also presented “Testing Paternalism: Cash vs. In-Kind Transfers” on March 23 at the Texas A&M University and highlighted the uses of a randomized field experiment to look for evidence justifying in-kind over cash transfers.

On March 30, Assistant Professor Cunha presented “Financial Literacy and Development: Evidence from a Randomized Controlled Trial in Mexico” at the Business Growth Conference at the World Bank. The paper examines the effects of business training on micro-enterprise performance.



Jesse Cunha
Assistant Professor
of Manpower & Economics



David R. Henderson
Associate Professor of
Manpower & Economics

GSBPP Associate Professor David Henderson appeared on the John Stossel Show on the Fox Business Network on January 13 and 15. The topic of the discussion was his study on how the Canadian Government changed budget deficits to surpluses and brought down debt as a percent of GDP.

Click the link to watch the segment: <http://www.youtube.com/watch?v=x7bi7vHsbVg>

Professor Henderson also presented a paper titled “Airline Security: A Numerate, Game Theoretic, Public Choice Analysis” at San Jose State University’s Economics Department Friday Workshop. On February 9 he gave a speech at U.C. Berkeley titled “The Costs of War.”

GSBPP Professor Walter Owen presented his coauthored paper “Ensuring Graduate Success for Systems Engineering Distance Education Students” at the International Journal of Arts and Sciences Annual Conference in Las Vegas, NV, on March 7–10. The paper highlights a new orientation that has been developed for systems engineering distance education students, and more precisely faculty and student responses to the new phase of the orientation, the Graduate Student Success (GSS) seminar, and benefits to students to date.



Walter Owen
Senior Lecturer of
Acquisition Management





Naval Postgraduate School Graduate School of Business & Public Policy

Events

GSBPP Associate Professor Dr. Rene Rendon, Assistant Professor Max Kidalov, and Senior Lecturer CDR (Ret.) Cory Yoder were keynote speakers and presenters at the NATO Building Integrity Conference sponsored by the Naval Postgraduate School and the Partnership for Peace Training and Education Center on February 23–25, in Monterey, CA.

This flagship event focused attention on the vital importance of better management of scarce resources by means of increasing transparency and accountability and by building and creating integrity in the NATO defense structure. Dr.

Rendon, Max Kidalov, and Cory Yoder were “subject-matter experts” and presenters on building integrity in defense acquisition, procurement, and contracting, with an emphasis on Afghanistan and other emerging economies. GSBPP Associate Professor Rene Rendon presented his research “Assessment of Department of Defense Contracting Processes;” Cory Yoder presented his research “Three-tier Model and its utilization as an assessment tool for educational resources;” and Max Kidalov presented his research “COIN Operations and Creating the Proper Framework for the Afghan First Program.” The conference was attended by senior military and civilian NATO officials and also included parliamentarians, international organizations (including the World Bank), non-governmental organizations (including Transparency International and Integrity Watch Afghanistan), think tanks, academia, and representatives of industry (the Aerospace and Defense Industries Association Europe).



GSBPP Associate Professor **Rene Rendon** speaking at the NATO Building Integrity Conference.

GSBPP Professor George Lucas presented “Game-Changers: Ethics & Emerging Technologies” at Hiram College, Ohio on March 29th.

Dr. George Lucas
Professor of Enterprise Management



CIA Visit at GSBPP

On March 2–3 James Sullivan, Deputy Technical Director, Directorate of Science and Technology/Climate Change Center, and Carol Dumaine, the CIA’s newly designated Deputy Director for Global Foresight, met with GSBPP Dean William Gates and some faculty members to discuss the implications of a radically changing global information and security environment for decision-support for business and government decision-makers. The discussions covered how to exploit the concepts of “open science”, “open innovation”, and “strategic ecosystems” to meet the challenges of foresight and preparation for the unexpected in a hyper-connected environment.



Naval Postgraduate School Graduate School of Business & Public Policy



Highlights

Ambassador Mary Yates, special assistant to President Barack Obama and senior advisor on strategic planning for the National Security Council, visited NPS to speak at the Global Challenges Seminar Series on January 13–14, 2011. On January 14 Ambassador Yates met some of the GSBPP faculty members and students for a small group discussion. GSBPP students presented some of their projects and were praised by Ambassador Yates for the relevance and depth of their topics. During her visit, Ambassador Yates served as guest speaker for a brownbag lecture hosted by the Cebrowski Institute, where she shared her experience in drafting the National Security Strategy and talked about her multiple duties as ambassador to African nations.



(Above center right) **Ambassador Mary Carlin Yates** with GSBPP Dean **William Gates** (right), and other GSBPP faculty members and students during her visit on January 14 2011. (Left) **Ambassador Yates** with **Dean Gates** and a GSBPP student during the discussion.



Dr. Selmo Cikotic Meets with GSBPP Faculty

Dr. Selmo Cikotic, Bosnia and Herzegovina Ministry of Defense, visited NPS on March 4–10. The purpose of his visit was primarily to meet with NPS faculty and staff regarding the NPS-PSOTC collaboration (PTC to PTC). While here, he gave a variety of lectures, including one to the DRMI IDMC and a brown-bag lecture regarding security and defense institution building in the SE European region. On March 7 Minister Cikotic met with GSBPP professors Dr. Dick Doyle, Dr. Gail Thomas, and Dr. Susan Hocesvar to discuss two related subjects: (1) the budget process in Bosnia Herzegovina, including the steps followed by the executive branch and the parliament, and (2) the process used by government agencies in Bosnia to address humanitarian demining, including the ways and means to providing the necessary funding for these activities.



Dr. Selmo Cikotic, Minister of Defense of Bosnia and Herzegovina, (right) speaks with GSBPP Professor **Richard Doyle**.

Visit from the Indian Ministry of Defense

A distinguished delegation from India visited NPS on March 21 to discuss mutual research and educational interests. The delegation included Dr. W. Selvamurthy, Distinguished Scientist and Chief Controller (R&D) for the Defense Research and Development Organization (DRDO) in the Ministry of Defence, and Vice Admiral Ganesh Mahadevan, Chief of Material, Integrated Headquarters, Ministry of Defence (Navy). GSBPP Dean William Gates met with the delegation to discuss potential collaboration with DRDO and the Ministry of Defence. Interest focused on resident and distance learning educational opportunities involving ship building and retrofitting issues and the related research. There was significant interest in continuing the conversation.





Naval Postgraduate School Graduate School of Business & Public Policy

Highlights

Capt. Michael Jabaley, USN, Virginia Class Submarine Program Manager, visited NPS on February 24. Capt. Jabaley met with Cmdr. William Hatch, the NPS Program Manager for the Executive Master of Business Administration Program (EMBA) at GSBPP. Capt. Jabaley released an interview highlighting the strength and value of the EMBA degree program, the benefits of enrolling in such a program, and how the conferment of this degree has enriched his career.

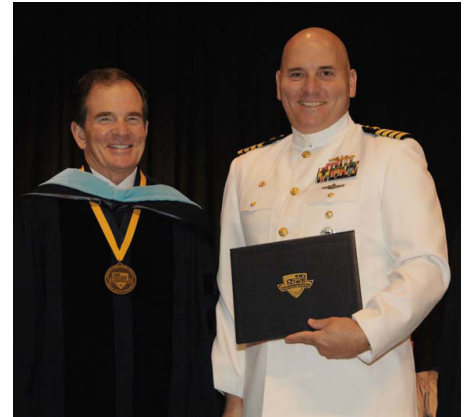
[Click here to watch Capt. Jabaley's interview on the EMBA Program](#)

Captain Michael Jabaley graduated with high honors from Vanderbilt University in 1984. His initial sea tours were as a Division Officer in USS DRUM, Engineer Officer in USS OHIO, and Executive Officer in USS CITY OF CORPUS CHRISTI. He relieved in command of USS LOUISVILLE in 2002, and the same year the ship deployed to the Western Pacific Ocean, Arabian Gulf, and Red Sea. He completed his command tour in 2004.

Captain Jabaley's shore tours included duty on the staff of Commander, Submarine Group Eight in Naples, Italy; Technical Assistant to the Director, Naval Nuclear Propulsion; Operations Officer in Nuclear Operations on the staff of the Joint Chiefs of Staff; Senior Inspector of the COMSUBPAC Tactical Readiness Evaluation Team and Force Navigator; and Deputy Commander, Submarine Squadron One in Pearl Harbor, Hawaii.

He served in the Virginia Class Submarine Program Office until 2006. He was initially assigned as Assistant Program Manager for Warfare Requirements and Test and Evaluation and served as the Virginia Class Submarine Program Manager since 2008.

Captain Jabaley holds a Master of Engineering Administration degree from Virginia Tech and an Executive Master of Business Administration degree from the Naval Postgraduate School. His awards include the Bronze Star and other individual and unit awards. He is the first recipient of the Naval Submarine League's Vice Adm. J. Guy Reynolds Award for Excellence in Submarine Acquisition. His crew's accomplishments include the Submarine Squadron Three Battle Efficiency Award, awarded to USS LOUISVILLE in 2004; his staff earned the David Packard Excellence in Acquisition Award, awarded to the VIRGINIA Program Office in 2008.



(Left to right) NPS President **Daniel Oliver** and **Capt. Michael Jabaley**



Naval Postgraduate School Graduate School of Business & Public Policy



Upcoming



Dr. William R. Gates
Dean of GSBPP

Dr. Jacques S. Gansler,
(left) and **Karey Shaffer,**
ARP PM with **Lt. Gen.**
Ross (right)



Dr. Jacques S. Gansler, Director,
Center for Public Policy & Private
Enterprise, University of Maryland;
former Under Secretary of Defense
(Acquisition, Technology &
Logistics)

Conferences

8th Annual Acquisition Research Symposium. The symposium is sponsored by the Acquisition Research Program, Graduate School of Business & Public Policy, and the Naval Postgraduate School and will be held May 11–12, 2011 in Monterey, California.

The title of the event is Acquisition Research: Creating Synergy for Informed Change. Keynote speakers are The Honorable Frank Kendall III, Principal Deputy Under Secretary of Defense for Acquisition, Technology, & Logistics, and Lieutenant General William N. Phillips, USA, Principal Military Deputy to the Assistant Secretary of the Army (Acquisition Logistics & Technology).

This symposium serves as a forum for the exchange of ideas among scholars and practitioners of public-sector acquisition. It showcases acquisition research carried out under the Naval Postgraduate School's Acquisition Research Program. It also features papers and presentations on recently completed and on-going projects conducted by researchers from universities and institutions around the world, as well as remarks by a distinguished slate of guest speakers and panelists.

Symposium Organizers

Rear Adm. James B. Greene, Jr. U.S. Navy (Ret.),

Symposium Chair, Acquisition Chair

Keith F. Snider, PhD,

Symposium Program Lead, Associate Professor of Public Administration and Management

Karey L. Shaffer, MBA,

Symposium Manager, Program Manager, Acquisition Research Program

For more information please visit <http://www.researchsymposium.com/>





Naval Postgraduate School Graduate School of Business & Public Policy

Upcoming

10th Annual Navy Workforce Conference

The Navy Workforce Research and Analysis Conference, will be held Wednesday, May 11 through Friday, May 13, at the Holiday Inn in Rosslyn, VA. The title for this year's conference is "*Executing Supply Chain Management: Maximizing Efficiencies in MPTE*". The conference will target strategic, tactical, and operational areas such as: Selection, Classification, Recruiting/Accessions; Retention/Attrition; Requirements Determination - Manpower/Training, and others. The workshop is sponsored by the Center for Naval Analyses and cosponsored by NPS, CAN, N1, and ONR.

Workshops

Acquisition & Contract Management. The workshop is offered by the Defense Acquisition Resource Management Program for 35 delegates from Iraq. The objective of the workshop is to examine principles of acquisition and contract management, conceptually and practically. Emphasis is on application of real-world situations for each of the topics examined. The workshop will be conducted in early April.

Pre-graduation Awards Ceremony . The ceremony for the Spring quarter awards will be held June 7 at 15.00 in King Hall to congratulate all NPS faculty member and student recipients of the awards.

Graduation Ceremony. June 17, 2011, NPS students, faculty, and their families will gather at 10:00 in King Auditorium to celebrate the graduating class of Spring 2011.



Spring 2010 Graduation



Winter 2010 Graduation



Naval Postgraduate School Graduate School of Business & Public Policy



GSBPP Certified with AACSB and NASPAA Accreditations

Management research and education has a long history at the Naval Postgraduate School (NPS). In 1934, the Navy established the Naval Finance and Supply School in Philadelphia as a “branch” of NPS. In 1956, NPS added the Naval Management School to provide a five-month management executive training program. NPS introduced a graduate management program in 1960, offering a Master of Science in Management degree. The Graduate School of Business and Public Policy (GSBPP) was established in 2001 and the school graduated its first Master of Business Administration (MBA) students in 2002.

GSBPP’s mission is: *“To serve our Nation by educating U.S. and allied military officers as well as defense civilians in defense-focused business and public policy, by conducting research in defense management and public policy, and by providing intellectual resources for leaders and organizations concerned with defense business management practices and policies.”*



Dr. William R. Gates
Dean of GSBPP

In line with its mission statement, the GSBPP sends a strong message to its students, faculty, national and international community: GSBPP is the world’s best defense focused business school. To attain and validate this status requires seeking and maintaining appropriate program accreditations.

“As our name and mission imply, GSBPP serves a unique academic market that emphasizes both business management and public policy/administration, with a strong defense orientation,” said GSBPP Dean William Gates. “Consistent with this market niche, we have sought and maintain dual accreditation from the Association to Advance Collegiate Schools of Business (AACSB) and the National Association of Schools of Public Administration and Affairs (NASPAA), the premier accrediting agencies for business and public administration/public affairs. The MS in Management degree was first accredited by NASPAA in 1980; GSBPP received AACSB accreditation in 1999. There are only one or two other programs that hold this dual accreditation.”

“Our dual accreditation supports our unique mission and guarantees our excellence in both the business and public sector domains.”

To achieve and maintain these important accreditations, faculty, administration, and master’s degree programs in business and public policy undergo rigorous internal and external reviews every five (AACSB) or six years (NASPAA). These reviews verify that the school’s strategic management and faculty quality meet the rigorous accreditation standards and that education programs achieve student learning objectives and demonstrate the school commitment to continuous program improvement.



(cont.)



Naval Postgraduate School - Graduate School of Business & Public Policy

“We consider our dual accreditation as critical, both symbolically and operationally,” said GSBPP Dean William Gates. “Symbolically, it emphasizes our unique focus on the concepts of business management as embedded in a public service and, more specifically, a defense context. The specific business areas we emphasize include budgeting and financial management, program and contract management, logistics and operations management, defense manpower systems analysis, and executive management. Operationally, dual accreditation requires that our faculty conducts the research required to maintain sufficient qualifications in both domains and ensures that our graduates have the knowledge and skills required to succeed in the business processes they will encounter in their public sector defense careers. This blend of business and public sector/defense focus provides a distinctive combination of academic requirements unavailable in other graduate programs, but specifically tailored to our defense sector sponsors. Our dual accreditation supports our unique mission and guarantees our excellence in both the business and public sector domains.”



GSBPP Faculty and Programs



Academic Areas

Acquisition Management

Chair: John T. Dillard
Phone: 831-656-2650
Email: jtdillar@nps.edu

Financial Management

Chair: Kenneth J. Euske
Phone: 831-656-2860
Email: kjeuske@nps.edu

Manpower and Economics

Chair: Stephen L. Mehay
Phone: 831-656-2643
Email: smehay@nps.edu

Operations and Logistics Management

Chair: Kenneth H. Doerr
Phone: 831-656-3625
Email: khdoerr@nps.edu

Organizations and Management

Chair: James Suchan
Phone: 831-656-2905
Email: jsuchan@nps.edu

Enterprise and Information

Chair: Douglas Brinkley
Phone: 831-656-2771
Email: brinkley@nps.edu

Programs Offered

Master of Business Administration Degree Program

- Defense-Focused MBA

Master of Science Degree Programs

- MS in Management
- MS in Program Management
- MS in Contract Management

Executive Management Degree Programs

- Executive MBA
- Master of Executive Management

Professional Development Programs

- Advanced Acquisition Program
- Practical Comptrollership Course
- Acquisition Management Distance Learning Program
- Army Cost Management Certificate Program

